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30 June 1976

MEMORANDUM FOR: D/DCI/NI

SUBJECT : KIQ/KEP

1. I don't have any constructive proposals on this subject -- partly because I have only an imperfect understanding of what purposes they are really intended to serve.

2. From the experience with two annual cycles, I can testify that it is very doubtful that anything was done (in terms of collection, research, analysis, etc.) that would not have been done if KIQ/KEP had not been heard of; or that anything was not done which would have been done had they not existed.

3. This leads me to conclude that they were largely a waste of time -- though with certain marginal benefits in defining substantive priorities. But I cannot be sure they were such a waste because I am not sure what they were intended to do, and a DCI might feel more upbeat about past performance.

4. In any case, on the premise that some central effort of this kind is needed, I can suggest only two principles which might make a new system more workable than the past.

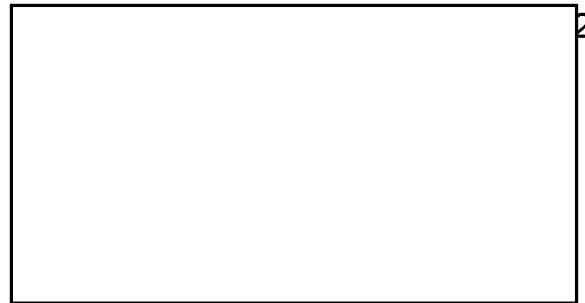
a. One is the principle of selectivity or the need for a more discriminating approach. There are certain subject areas which are going to be collected against and analyzed inevitably and automatically -- which could not be turned off if you tried. A set of KIQs, it seems to me, could become more useful if it said at the outset that "It goes without saying that subjects a, b, c, etc., are of priority importance and will continue to be; these have not been included in the following KIQs, which are focused on those areas where additional effort is needed or where present effort needs re-direction."

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don't know, and when you've filled the gaps you can scrub it. The second is infinite, constantly changing in subtle ways and will never be fulfilled (the second is probably also an example of the "it goes without saying" category mentioned above). In any case, both on grounds of cogency within the KIQs and in terms of their bureaucratic and budgetary applications, it seems to me this mixture of moving and fixed targets is a source of confusion and unworkability.



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